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**RELATIONSHIP BETWEEN INTERNAL MARKETING
PRACTICES, TRAINING, COWORKER SUPPORT,
EMOTIONAL SATISFACTION AND SERVICE
EMPLOYEE COMMITMENT**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

**RELATIONSHIP BETWEEN INTERNAL MARKETING PRACTICES, COWORKER
SUPPORT, EMOTIONAL SATISFACTION AND SERVICE EMPLOYEE
COMMITMENT**



By
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**Thesis Submitted to
School of Business Management,
University Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

Service employee commitment is an interesting topic because servicing has been an intangible product which has its own unique characteristics. Therefore, commitment is very important as an indication for the organisational success. However, factors concerning service employee commitment have been scarcely investigated especially within the area of government sector. Thus, this study aims to examine the interaction effects of internal marketing practices (internal communication and internal market research), training and co-worker support on service employee commitment and thus provide additional insights into the literature in the area of public sector. It also examines the mediating effect of emotional satisfaction on the relationship between internal marketing practices (internal communication and internal market research), training, and co-worker support with service employee commitment. The study employs Social Exchange Theory as the guidance theory and a supporting theory namely Human Capital Theory. Cross sectional survey was employed and questionnaires were administered to collect data from the government servants in Malaysia. Out of 500 questionnaires were distributed through a self-administered approach, 454 usable responses were used for the analysis. Partial Least Square – Structural Equation Modelling was advocated and the result provides an empirical evidence of the significant effect of internal communication, training and co-worker support on the service employee commitment. More important, this study reveals that emotional satisfaction is a significant mediator on the relationship of internal communication, internal market research, co-worker support and service employee commitment and hence supporting the theoretical premises. The study concludes with the theoretical contributions, managerial implications on service employee commitment, limitations of the study and suggestions for future research.

Keywords: Internal marketing practices, training, co-worker support, emotional satisfaction, service employee commitment

ABSTRAK

Komitmen pekerja perkhidmatan adalah satu topik yang menarik kerana perkhidmatan merupakan produk tidak jelas yang mempunyai ciri-cirinya tersendiri yang unik. Oleh itu, komitmen adalah sangat penting sebagai penanda kejayaan organisasi. Walau bagaimanapun, faktor-faktor yang berkaitan dengan komitmen pekerja perkhidmatan jarang diselidik khususnya dalam sektor kerajaan. Oleh itu, kajian ini bertujuan untuk meneliti kesan amalan pemasaran dalaman (komunikasi dalaman dan penyelidikan pasaran dalaman), latihan dan sokongan rakan sekerja terhadap komitmen pekerja perkhidmatan dan sekali gus memberi penerangan tambahan kepada kajian dalam sektor kerajaan. Kajian turut meneliti kesan pengantaraan kepuasan emosi dalam hubungan antara amalan pemasaran dalaman (komunikasi dalaman dan penyelidikan pasaran dalaman), latihan dan sokongan rakan sekerja dengan komitmen pekerja perkhidmatan. Kajian ini menggunakan teori *Social Exchange* sebagai teori panduan serta sokongan teori *Human Capital*. Kajian keratan rentas juga digunakan dan soal selidik telah diedarkan untuk mengumpul data daripada kakitangan kerajaan di Malaysia. Daripada 500 borang soal selidik telah diedarkan melalui pendekatan tadbir sendiri, 454 borang telah digunakan untuk analisis. *Partial Least Square - Structural Equation Modelling* telah digunakan dan hasil kajian menunjukkan bukti yang jelas kesan komunikasi dalaman, latihan dan sokongan rakan sekerja terhadap komitmen pekerja perkhidmatan. Lebih penting lagi, kajian ini mendedahkan bahawa kepuasan emosi merupakan pengantara yang penting dalam hubungan di antara komunikasi dalaman, penyelidikan pasaran dalaman, sokongan rakan sekerja dan komitmen pekerja perkhidmatan dan oleh itu menyokong premis teori. Kajian dirumuskan dengan sumbangan teori, implikasi pengurusan komitmen pekerja perkhidmatan, batasan kajian dan cadangan untuk penyelidikan pada masa hadapan.

Kata Kunci: Amalan pemasaran dalaman, latihan, sokongan rakan sekerja, kepuasan emosi, komitmen pekerja perkhidmatan

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LIST OF ABBREVIATIONS

GTP	Government Transformation Plan
PEMANDU	Performance and Management Delivering Unit
RMK	Rancangan Malaysia Ke
MAMPU	Malaysian Administrative Modernisation and Management Planning Unit
PCB	Public Bureau of Complaint
SPM	Sijil Pelajaran Malaysia
STPM	Sijil Tinggi Pelajaran Malaysia
IMP	Internal Marketing Practices
IC	Internal Communication
TR	Training
IMR	Internal Market Research
CWS	Coworker Support
JS	Job Satisfaction
SEC	Service Employee Commitment
PDRM	Polis Diraja Malaysia
JPN	Jabatan Pelajaran Negeri
JKN	Jabatan Kesihatan Negeri
JKR	Jabatan Kerja Raya
SPSS	Statistical Package for the Social Sciences
PLS	Partial Least Square
AVE	Average Variance Extract
HTMT	Heterotrait Monotrait Ratio
NTP	National Transformation Plan

CHAPTER ONE

INTRODUCTION

1.0 Background of study

The notion of employee commitment improvisation being associated with service delivery has been emphasised by many governments (Smith et al., 2015). Nonetheless, shifts in environmental policies and the escalating demands for enhanced services have generated issues as the public has begun expecting improved services rendered by the government servants (Agus, 2007). In fact, besides Malaysia, other nations like Japan, Korea, and the United Kingdom have also highlighted the idea of improving employee commitment to offer excellent service delivery, especially in enhancing their management amidst financial constrictions by implementing the following: cutting cost, providing *e-service* delivery, and implementing the Kanbab system (just-in-time procedure), just to name a few.

The progress in the Malaysian government sector has been highly emphasised by our leaders; Tuanku Abdul Rahman (1955–1970), Tun Abdul Razak (1970–1976), Tun Hussein Onn (1976–1981), Tun Dr Mahathir Mohamad (1981–2003), and Tun Abdullah Ahmad Badawi (2003–2009), and the former prime minister, Dato' Sri Mohd Najib Tun Abd Razak (2010–2018). Furthermore, through the establishment of Gagasan 1 Malaysia, as well as the famous slogan “*Rakyat Didahulukan Pencapaian Diutamakan*,” by the former prime minister Dato' Sri Mohd Najib Tun Abd Razak (2016), spearheads the employment of customer-focused approach within the government sector, especially upon implementing the Government Transformation Plan (GTP) (NTP, 2015).

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APPENDIX

Table 2.2

Summary of past study on commitment

Authors	Context	Analysis	Antecedents	Findings
Edward Shih-Tse Wang , (2014),"	Restaurant s industry in Taiwan	Self reported questionnaire.LIS REL. N=400	Social bonds, financial bonds,structural bonds	The findings support the hypothesis that whereas social and financial bonds influence affective commitment, structural and financial bonds influence continuance commitment.
Khaled Aladwan, Ramudu Bhanugopan, Brian D'Netto (2015)	Service industries in Jordan	Self reported employee. SEM. N=493	HRM Practices	The findings of the study offer new perspectives on how HRM practices have direct and indirect effects on employees' OC
Yong-Ki Lee, Jung-Heon Nam, Dae-Hwan Park and Kyung Ah Lee(2006)	Hotel employees in Korean	Self Reported. Structural equation analysis. N=530	service training, service reward, job satisfaction	job satisfaction, the greater is the role-prescribed customer service of employees.
Tamer A. Awad Suhaila E. Alhashemi, (2012),	Manufactu ring industry bahrain	SEM N=1430	Interpersonal skills, Communication, Motives for communication, Job satisfaction, Commitment,	The findings revealed a relationship between the motives along with satisfaction and commitment. Employees report a moderate

				commitment with their coworkers as well as superiors..
Denis Chênevert , Canada Christian Vandenberghe, Michel Tremblay (2015)	Hospital in canada	N=1843 sem	Organization support, physician support, coworker support	Analyses indicate that at high levels of passive leadership, the relationship between support from organization and coworkers and commitment is less positive
Aisha Javeria, Muhammad Rizwan ,Ali Junaid khan,Amjad Hameed ,Qazi Naeem,Muhammad Subctageen (2013)	Higher Education Pakistan	Spss . N=170 .	Job satisfaction, coworkers, workplace environment, empowerment, pay and promotion	Coworkers, workplace environment,empowerment, pay and promotion have a significant positive relationship with job satisfaction.
Pascal Paillé (2013)	Public sector in quebec	N=228 SEM (AMOS)	employee attitudes, behavior and motivation, helping, intention to quit, state government HRM	All the relationship is supported
Maria Simosi, (2012)	Public Sector in Greek	N=251, SPSS	organizational support (perceived organizational support (POS)), supervisory support (perceived supervisory support (PSS)) and colleague support (perceived colleague support (PCS))	Findings showed that all three forms of organizational support examined had independent and direct effects on the dependent variables. Only perceived peer support did not add incrementally to the prediction of normative commitment when the other

				two support sources entered the equation..
John Kariuki Wainaina1, Simon Kipchumba2 and Henry kombo (2014)	School in Kenya	341	HRM practices	The results indicate that school administrators and human resource management practitioners can enhance their employee organizational commitment by creating conducive work environment
Hyun-Woo Joung Ben K. Goh Lynn Huffman Jingxue Jessica Yuan James Surles , (2015),"	Restaurant USA	SEM. N=479	Vision, development, rewards	Three internal marketing practices – vision, development and rewards – were good indicators for predicting employee job satisfaction, and two internal marketing practices – development and rewards intention.
Joiner and Bakalis 2006	Higher education, Australia	N=275 SEM AMOS	personal characteristics (gender, marital status, family responsibilities and education), job-related characteristics (supervisor support, co-worker support, role clarity and resource	Analysis of the data shows that personal characteristic, job-related characteristics (supervisor support, co-worker support, role clarity and resource availability) all impact on

availability) and
job involvement
characteristics

organizational
commitment

Table 2.4

Past Studies on Internal Marketing Practices

Author	Industry	Analysis	Variables	Finding
Mehdi Abzari, Hassan Ghorbani, Alsadat Madani (2011)	Hotel in Iran	SEM.LISREL N=129	Internal marketing, Market orientation, Organizational commitment	According to the obtained results of the questionnaire's data analysis, it has been determined that internal marketing affects organizational commitment directly and indirectly through market orientation. It means that factors of internal marketing influence market orientation directly and then market orientation affects organizational commitment.
Ala'Eddin Mohammad Khalaf Ahmad, Hussein Mohammad Al-Borie (2012)	Education, Saudi Arabia	N=250, MRA	IM (appointment, training and development, organizational support, incentives and motivation, and retention policy), job satisfaction and organizational commitment	Internal marketing (selection and appointment, training and development, organizational support, incentives and motivation, and retention policy) had a positive effect on Saudi teaching hospitals physicians' job satisfaction, and organizational commitment.
Anupama Juliet.A (2015)	Engineering Company, Chennai	N=48, SPSS	Internal marketing,, Affective commitment, Continuance commitment and Normative Commitment.	Analysis suggests that internal marketing has a significant influence on affective commitment levels, but internal marketing had no significant influence on normative commitment

				levels. The study further emphasizes that implementing internal marketing practices can have positive impact on the commitment levels of employees.
Ali Shaemi Barzoki And Tohid Ghujali	Banking, Iran	N=650, SPSS	IMP	The relationship between internal marketing and organizational commitment was tested in hypothesis two that obtained results reveal confirmation of significant impact of internal marketing on organizational commitment.
Achilleas Boukis, Spiros Gounaris (2014)	Retail industry UK	N=417, SEM	Employee organization fit, Employee-supervisor fit, Internal market orientation, Patronage,	This study contributes by suggesting IMO as a mechanism which can raise employees' fit with their organization and their supervisor. Another finding of this study lies on the role of IMO for positive employee-outcomes such as higher patronage and motivation to report service complaints
Yu-Ting Huang ¹ , Sharyn Rundle-Thiele ² (2015)	Tourism Australia	N=458, SEM AMOS	Tourism, internal marketing (Training, Internal Communication, Internal Market research, employee satisfaction, cultural congruence	Recent calls have been made within the internal marketing literature for research that utilises the functions of internal marketing to better improve employee satisfaction (e.g. Bell, et al., 2004; Broady-Preston & Steel, 2002). This research provides further empirical evidence identifying that high internal marketing practice is associated with high employee

				satisfaction, and ultimately improved organisational performance
Hyun-Woo Joung Ben K. Goh Lynn Huffman Jingxue Jessica Yuan James Surles (2015)	Foodservice Industry USA	N=447, SPSS	internal marketing practices, employee job satisfaction, organizational commitment and turnover intention	Three internal marketing practices – vision, development and rewards – were good indicators for predicting employee job satisfaction, and two internal marketing practices – development and rewards – in addition to job satisfaction were significant predictors for employee organizational commitment. Finally, the findings indicated that job satisfaction and affective commitment had a significant impact on lowering employee turnover intention

Table 2.5
Past Studies of Training

Authors	Context	Nature of study	Variables	Findings
I. Wesley S. Roehl Skip Swerdlow (1999)	Tourism USA	N=190 ,SPSS	Training,satisfact ion, awareness of rules, morale, and perceived quality of management	Training is consequential to the success of franchise lodging organizations because it has not only a direct positive relationship with morale, perception of supervisor quality, and awareness of rules but also a

					significant indirect effect on organizational commitment.
2. Samuel Oluwatosin Ajibade, Nurudeen Kayode Ayinla (2014)	Nigeria	N=150, SPSS	Organisational commitment, employees' performance, high, performance work practices, human resource management		The study revealed that the training increases employee's commitment to the organisation. Evidence derived from research showed that there is now a broad agreement amongst commentators that skills training improve employees' commitment to the organisation.
3. Muhammad Ashar, Muhammad Mudasar Ghafoor, Easha Munir Gujranwala, Sadia Hafeez (2013)	Banking Pakistan	sector, N=123 SPSS	Training Perceptions, Affective Commitment, Turnover Intention, HR Practices		The result shows significant positive association of both training perceptions with affective commitment. The finding also shows significant negative association of affective commitment with employee turnover intention. This study helps managers to understand training-attitude-organizational performance relationship.
4. Owoyemi,	Financial Firm,	N=250	Training,		The study revealed

Oluwakemi Ayodeji, Oyelere, Michael, Elegbede, Tunde, Gbajumo-Sheriff, Mariam (2011)	Nigeria	SPSS	Commitment, Performance, Human Resources, Management	a positive statistical significant relationship between the different levels of training and employees' commitment to the organisation. The paper concludes that the more the training giving to employees, the higher their level commitment to the organisation.
5. Khawaja Jehanzeb1,2, Anwar Rasheed1,2 & Mazen F. Rasheed(2013)	Private sector, Saudi Arabia	N=251 SPSS	Supervisor support, motivation, training, commitment, turnover intention	The results provide strong support for the hypothesis that is the negative relationship between organizational commitment and turnover intention. Employees' training is significantly correlated with organizational commitment, turnover intentions and the commitment-turnover relationship.
6. Rajib Lochan Dhar (2015)	Hotel industry, India	N=494 SEM AMOS	perceived accessibility to training, perceived support for training, perceived benefits from	The findings of the study reveal a strong relationship between employee training and the quality of services offered by employees in

				training	tourist hotels. The study discusses the implications of the presented findings and suggests potential practical applications.
7.Sharon Ruvimbo Terera1 and Hlanganipai Ngirand (2014)	Higher Instituion , South Africa	N=120 SPSS		Training, job satisfaction, turnover	The results revealed that there is no significant relationship between training and employee retention. However, there is a significant positive relationship between employee job satisfaction and retention.
8. Khawaja Fawad Latif, (2012)	Law agency USA	N=317 AMOS	SEM	Training, Job satisfaction, Employees development	The study identified potential enablers of a successful training program. The research highlighted the needs of business to concentrate on building employee capacity and focusing on employee development to attain job satisfaction.

Table 2.7

Summary of past studies on co-worker support

Authors	Context	Nature of study	Antecedents	Findings
1.Alder, McAllister, and Chase (2012)	Public agencies ,USA	N=244 ,SPSS	perceived coworker support on employees' job satisfaction, burnout, deviance, and turnover	Results indicate that perceived coworker support and perceived organizational support affect job satisfaction burnout and deviant behavior both directly and indirectly by moderating the effects of work pressure on these outcomes.
2.Denis Chênevert Christian Vandenberghe Michel Tremblay , (2015),"	Hospital, Canada	N=182, PLS	SEM passive leadership in the relationships of perceived support from organization, coworkers, and physicians to affective commitment and organizational citizenship behavior (OCB	Analyses indicate that at high levels of passive leadership, the relationship between support from organization and coworkers and commitment is less positive and the relationship between support from physicians and commitment is negative.
3.DanS.Chiaburu (2014)	Private training centre,USA	N=895 SPSS	coworkers, supervisor, and organization support, training	Coworkers emerge as important, yet neglected, resources employees can draw on as support for both maintaining skills and transferring them to a workplace setting
4. Hazril Izwar	Private sector,	N=190	are job	The study revealed

Ibrahim (2014)	Malaysia		SPSS		stress and co-worker support, while organization-based self-esteem	that only co-worker support was significant in predicting organization based self-esteem.
5. Thomas and Jungert (2012)	Private swedish	sector,	N=235 SPSS		Coworker support, organizational support, employees' work motivation, occupational self-efficacy, and team commitment	However, results also showed that co-worker support predicted these outcomes over and above the effects of managerial support and that support for autonomy was related to motivation while support for competence was related to self-efficacy.
6. Patipan Lobburi, Kokkrab rue, Maung, Samutsakorn, (2012)	Private Thailand	sector,	N=666 AMOS	SEM	Organizational Support; Workplace Social Support; Non-Workplace Social Support; Job Satisfaction; Organizational Commitment; Turnover Intention	The results indicated that perceived social support from supervisors, coworkers, and family and friends, and perceived organizational support policy,
7. Maria Simosi (2012)	Public Greece	sector in	N=251 SPSS		organizational support (perceived organizational support (POS)), supervisory support (perceived supervisory support (PSS)) and colleague support (perceived colleague support	Findings showed that all three forms of organizational support examined had independent and direct effects on the dependent variables..

				(PCS)), commitment	
8. G. Stoney Alder, Daniel McAllister, John Chase (2012)	Law agency USA	N=224 AMOS	SEM	perceived coworker support on employees' job satisfaction, burnout, and deviance, and turnover	Results indicate that perceived coworker support and perceived organizational support affect job satisfaction burnout and deviant behavior both directly and indirectly by moderating the effects of work pressure on these outcomes.

Table 2.9

Summary of past empirical research on employee job satisfaction as mediator

Author, Year	Variable	Finding
Liang, Chan, Lin and Huang (2011)	Transformational leadership, transactional leadership and task performance and employee job satisfaction	The findings show that employee job satisfaction is a mediator of the relationship between transformational leadership, transactional leadership and task performance.
Lin and Lin (2011)	Co-workers' relationship and organisational commitment and employee	The results disclose that employee job satisfaction is definitely a mediating variable to

	job satisfaction Leader	the relationship between co-workers' relationship and organizational commitment. However, the mediating effect is only partial
Wang and Yi (2011)	Leader member exchange and the intention of turnover and employee job satisfaction	The findings reveal that employee job satisfaction fully mediates the relationship between leader member exchange relationship between leader member exchange relationship between leader member exchange and the intention of turnover
Ngo and Mathies (2010)	Psychological climate perceptions (team support, job security and service climate) , job performance and employee job satisfaction	The results of the study expose that employee job satisfaction mediates the relationship between psychological climate perceptions

		(team support, job security and service climate) and job performance.
Markovits (2011)	Normative commitment, organisational citizenship behaviour (OCB) and employee job satisfaction	The study discovers that employee job satisfaction mediates the relationship between normative commitment and organisational citizenship behaviour. At the same time, employee job satisfaction also mediates the relationship between normative commitment and loyal boosterism,
Ting (2011)	Internal marketing , organisational commitment and employee job satisfaction	The findings disclose that job satisfaction plays a partial mediating role in the relationship between internal marketing and organisational commitment.
Che Rose, Kumar and Pak	Organisational learning, work performance and	The results report that employee job

(2009)	employee job satisfaction	satisfaction plays a partial role as a mediator in the relationship between organisational learning and work performance.
Maznah Wan Omar (2009)	Salesperson skill, customer satisfaction, cognitive satisfaction, emotional satisfaction, word of mouth	Emotional satisfaction mediates the relationship between salesperson presentation skills and intention to word-of-mouth.
Ladhari (2009)	Perceived service quality, emotional satisfaction and behaviour intention	effect of "service quality" on "behavioural intentions" as being only direct (that is, not partially mediated by "emotional satisfaction").
Slatten (2009)	Managerial practise, emotional satisfaction and employee perceived service quality.	Emotional satisfaction (negative emotion and positive emotion) mediated the influence of managerial practices of rewarding and

supporting on
employee-perceived
service quality.

APPENDIX 1



**UNIVERSITI UTARA MALAYSIA
06010 UUM SINTOK, KEDAH DARUL AMAN
MALAYSIA**

Dear Respondent,

THE RELATIONSHIP OF INTERNAL MARKETING PRACTICES, COWORKER SUPPORT, JOB SATISFACTION AND SERVICE EMPLOYEE COMMITMENT

We recognize that your time is valuable and many demands are made upon it by your heavy workload. However, your participation in this survey that will require only about 10 – 15 minutes of your time is vital to the success of this study.

The general purpose of this research is to examine the factors to improve service employee commitment in Malaysia public sector

Please complete the questionnaire based on your honest and frank opinion. There is no right or wrong answer. We will ensure complete anonymity and confidentiality of the information provided by you. All return questionnaire will be the property of the researcher and will not be given or shown to anyone else.

Should you have any queries or if you are interested to know the outcomes of the research kindly contact us. We thank all of you for taking a short time from off your busy schedule to complete this survey.

Yours sincerely

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Section 1 : Profile	This section of the questionnaire inquiries information regarding you and your organization. <i>Please cross (✓) for each question.</i>
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Marriage status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced
Race	<input type="checkbox"/> Malay <input type="checkbox"/> Indian <input type="checkbox"/> Chinese <input type="checkbox"/> Others: _____
Age	<input type="checkbox"/> Below 25 years <input type="checkbox"/> 25 – 36 years <input type="checkbox"/> 36 – 46 years <input type="checkbox"/> 46 – 56 years <input type="checkbox"/> 56 years and above
Level of Education	<input type="checkbox"/> SPM/STPM <input type="checkbox"/> Diploma

	<input type="checkbox"/> Ijazah Sarjana Muda <input type="checkbox"/> Ijazah Sarjana/ Ijazah Kedoktoran
Year of working	<input type="checkbox"/> Below 2 years <input type="checkbox"/> 2-5 years <input type="checkbox"/> 5-8 years <input type="checkbox"/> 8 years and above

Section 2	This section of the questionnaire inquiries information regarding the Internal Market Practices. Please indicate whether you agree or disagree with each of the statement and circle your choice in the range given				
INTERNAL MARKETING PRACTICES	Sangat Tidak Bersetuju → Sangat Bersetuju 1 5				
INTERNAL COMMUNICATION					
My organisation communicates a clear brand image to me.	1	2	3	4	5
There is an internal communication program for all employees in my organisation	1	2	3	4	5
All communication materials reflect a consistent style in my organisation.	1	2	3	4	5
Employees at all levels understand the direction and key priorities of my organisation.	1	2	3	4	5
In my organisation, communications are appropriate.	1	2	3	4	5
Messages that I receive are aligned with business wide communication.	1	2	3	4	5
Training					
My organisation focuses efforts on training employees.	1	2	3	4	5
My organisation provided an orientation program for me.	1	2	3	4	5
The training in my organisation has enabled me to do my job well.	1	2	3	4	5
My organisation teaches me why I	1	2	3	4	5

should do things.					
Skill and knowledge development happens as an ongoing process in my organisation.	1	2	3	4	5
My organisation provides support to develop my communication skills in order to achieve organisational goals.	1	2	3	4	5
Internal market research					
My organisation gathers employee feedback.	1	2	3	4	5
My organisation regularly seeks employee suggestions	1	2	3	4	5
My organisation collects data on employee complaints	1	2	3	4	5
My organisation does a lot of internal marketing research.	1	2	3	4	5
My organisation talks with me to identify issues that I may have.	1	2	3	4	5
My organisation surveys employees at least once a year to assess the quality of employment	1	2	3	4	5

Section 3	This section of the questionnaire inquiries information regarding the Coworker Support. Please indicate whether you agree or disagree with each of the statement and circle your choice in the range given				
Coworker Support	Strongly Disagree → Strongly Agree 1 5				
My coworkers are supportive of my goals and values	1	2	3	4	5
Help is available from my coworkers when I have a problem	1	2	3	4	5
My coworkers really care about my well-being	1	2	3	4	5
My coworkers are willing to offer assistance to help me to perform my job to the best of my ability	1	2	3	4	5
Even if I did the best job possible, my coworkers would fail to notice	1	2	3	4	5

My coworkers care about my general satisfaction at work	1	2	3	4	5
My coworkers show very little concern for me*	1	2	3	4	5
My coworkers care about my opinions	1	2	3	4	5
My coworkers are complimentary of my accomplishment at work	1	2	3	4	5

Section 4		This section of the questionnaire inquiries information regarding the Job Satisfaction Please indicate whether you agree or disagree with each of the statement and circle your choice in the range given						
JOB SATISFACTION		Strongly Disagree → Strongly Agree						
		1		7				
I am								
happy working in this organisation	1	2	3	4	5	6	7	
hopeful working in this organisation	1	2	3	4	5	6	7	
positive working in this organisation	1	2	3	4	5	6	7	
angry working in this organisation	1	2	3	4	5	6	7	
depressed working in this organisation	1	2	3	4	5	6	7	
disappointed working in this organisation	1	2	3	4	5	6	7	
regretful working in this organisation	1	2	3	4	5	6	7	

Section 5	This section of the questionnaire inquiries information regarding the Service Employee Commitment. Please indicate whether you agree or disagree with each of the statement and circle your choice in the range given
-----------	---

SERVICE EMPLOYEE COMMITMENT	Strongly Disagree → Strongly Agree				
	1				5
I strongly feel about improving the service quality of my organization's services	1	2	3	4	5
I enjoy discussing quality-related issues with people in my organization	1	2	3	4	5
I gain a sense of personal accomplishment in providing high quality services	1	2	3	4	5
I have been briefed by my superiors about the importance of providing high quality services	1	2	3	4	5
I often discuss quality related issues with people outside my organization	1	2	3	4	5
I strongly feel that the provision of high quality services should be the number one priority of my organization	1	2	3	4	5
I am willing to put more effort beyond what is formal in order to assist my organization in delivering high quality services	1	2	3	4	5
I have similar feelings as that of my organization regarding the delivering of high quality services	1	2	3	4	5
I really care about the quality of my organization services	1	2	3	4	5

APPENDIX 2



**UNIVERSITI UTARA MALAYSIA
06010 UUM SINTOK, KEDAH DARUL AMAN
MALAYSIA**

Kepada Responden,

**KESAN PENGANTARA KEPUASAN EMOSI ANTARA AMALAN
PASARAN DALAMAN, SOKONGAN RAKAN SEKERJA DAN KOMITMEN
PEKERJA TERHADAP SERVIS PERKHIDMATAN**

Saya menyedari bahawa masa adalah amat berharga dan sangat penting berikutan beban tugas anda yang berat. Walau bagaimanapun, penyertaan anda dalam kajian ini yang akan memerlukan hanya kira-kira 10 minit daripada masa anda adalah penting bagi kejayaan kajian ini. Tujuan umum kajian ini adalah untuk mengkaji kesan pengantara kepuasan emosi antara amalan pemasaran dalaman, sokongan rakan sekerja dan komitmen pekerja perkhidmatan. Sila lengkapkan soal selidik ini dengan memberikan pendapat anda dengan sejujurnya dan berterus terang. Tiada jawapan yang betul atau salah.

Kami akan memastikan kerahsiaan maklumat yang diberikan oleh anda. Semua soal selidik yang dikembalikan akan menjadi hak milik penyelidik dan tidak akan diberikan atau ditunjukkan kepada pihak lain. Sekiranya anda mempunyai sebarang pertanyaan atau jika anda berminat untuk mengetahui hasil penyelidikan, sila hubungi kami. Kami mengucapkan terima kasih kepada anda kerana sudi meluangkan sedikit masa dari kesibukan jadual anda untuk melengkapkan kajian ini.

Yang ikhlas

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06010 UUM Sintok.
aqilah.yusak@yahoo.com

Bahagian 1 : Profil	Soal selidik pada bahagian ini memerlukan maklumat berkaitan diri dan organisasi anda. Sila tandakan (✓) bagi setiap soalan.
Jantina	<input type="checkbox"/> Lelaki <input type="checkbox"/> Perempuan
Status Perkahwinan	<input type="checkbox"/> Bujang <input type="checkbox"/> Berkahwin <input type="checkbox"/> Berpisah
Kaum	<input type="checkbox"/> Melayu <input type="checkbox"/> India <input type="checkbox"/> Cina <input type="checkbox"/> Lain-lain: _____
Umur	<input type="checkbox"/> Bawah 25 tahun <input type="checkbox"/> 25 – 36 tahun <input type="checkbox"/> 36 – 46 tahun <input type="checkbox"/> 46 – 56 tahun <input type="checkbox"/> 56 tahun ke atas
Pendidikan	<input type="checkbox"/> SPM/STPM <input type="checkbox"/> Diploma <input type="checkbox"/> Ijazah Sarjana Muda <input type="checkbox"/> Ijazah Sarjana/ Ijazah Kedoktoran

Tahun Bekerja	<input type="checkbox"/> Bawah 2 tahun <input type="checkbox"/> 2-5 tahun <input type="checkbox"/> 5-8 tahun <input type="checkbox"/> 8 tahun ke atas
Jawatan	

Bahagian 2:	Soal selidik pada bahagian ini memerlukan maklumat berkaitan Amalan Pemasaran Dalaman (interaksi antara organisasi dan pekerja) Sila nyatakan sama ada anda bersetuju atau sebaliknya dengan setiap pernyataan dan bulatkan pilihan jawapan anda pada skala yang diberikan.				
Amalan Pemasaran Dalaman	Sangat Tidak Bersetuju				Sangat Bersetuju
	1				5
Komunikasi Dalaman					
1. Organisasi saya memperkenalkan imej organisasi (visi,misi) kepada saya dengan sangat jelas.	1	2	3	4	5
2. Terdapat program komunikasi dalaman (interaksi antara organisasi dan pekerja) untuk semua pekerja dalam organisasi saya.	1	2	3	4	5
3. Kesemua alat komunikasi (imej organisasi di promosikan sebagai contoh pada papan tanda ,imej laman sesawang, buku, baju korporat/uniform) mencerminkan objektif yang konsisten dalam organisasi saya.	1	2	3	4	5
4. Semua pekerja memahami arah tuju dan keutamaan organisasi saya.	1	2	3	4	5
5. Dalam organisasi saya, komunikasi berlaku dengan berkesan	1	2	3	4	5

6. Maklumat yang saya terima adalah selari dengan komunikasi (maklumat yang disampaikan) secara menyeluruh.	1	2	3	4	5
Latihan					
7. Organisasi saya menumpukan kepada usaha-usaha untuk memberikan latihan kepada pekerja.	1	2	3	4	5
8. Organisasi mengadakan program orientasi kepada saya.	1	2	3	4	5
9. Latihan dalam organisasi membolehkan saya melaksanakan kerja dengan baik.	1	2	3	4	5
10. Organisasi mengajar saya kenapa sesuatu perkara itu perlu dilakukan.	1	2	3	4	5
11. Di dalam organisasi saya pembangunan kemahiran dan pengetahuan dijalankan secara berterusan	1	2	3	4	5
12. Organisasi saya memberikan sokongan kepada saya untuk membangunkan kemahiran berkomunikasi bagi mencapai matlamat organisasi.	1	2	3	4	5
Kajian pasaran dalaman					
13. Organisasi saya mengumpulkan maklum balas pekerja.	1	2	3	4	5
14. Organisasi saya sering mendapatkan cadangan daripada pekerja.	1	2	3	4	5
15. Organisasi saya mengumpulkan data mengenai aduan pekerja	1	2	3	4	5
16. Organisasi saya melakukan banyak kajian tentang pasaran dalaman (memahami kehendak dan keperluan pekerja)	1	2	3	4	5
17. Organisasi berbincang dengan saya bagi mengenal pasti masalah yang mungkin saya ada.	1	2	3	4	5

18. Organisasi saya membuat tinjauan pekerja sekurang-kurangnya sekali dalam setahun bagi menilai kualiti pekerjaan.	1	2	3	4	5
--	---	---	---	---	---

Bahagian 3:					
Sokongan Rakan Sekerja	Sangat Tidak Bersetuju			→	Sangat Bersetuju
	1				5
19.Rakan sekerja menyokong matlamat dan nilai –nilai dalam diri saya	1	2	3	4	5
20. Saya boleh mendapatkan bantuan daripada rakan sekerja apabila menghadapi masalah.	1	2	3	4	5
21.Rakan sekerja benar-benar mengambil berat tentang kesejahteraan diri saya	1	2	3	4	5
22. Rakan sekerja bersedia menawarkan bantuan bagi membantu saya melaksanakan tugas dengan sebaik-baiknya.	1	2	3	4	5
23. Walaupun saya telah melaksanakan tugas dengan sebaik mungkin, rakan sekerja tidak ambil peduli.	1	2	3	4	5
24. Rakan sekerja mengambil berat tentang kepuasan umum saya di tempat kerja.	1	2	3	4	5
25. Rakan sekerja kurang prihatin terhadap saya.	1	2	3	4	5
26. Rakan sekerja mengambil kira pandangan saya.	1	2	3	4	5
27. Rakan sekerja menghargai pencapaian kerja saya.	1	2	3	4	5

Bahagian 4:							
KEPUASAN EMOSI	Sangat Tidak Bersetuju			→	Sangat Bersetuju		
	1				7		
Setakat ini pengalaman bekerja di organisasi ini membuatkan saya rasa							
28.Gembira	1	2	3	4	5	6	7
29.Berharap	1	2	3	4	5	6	7
30.Positif	1	2	3	4	5	6	7
31.Marah	1	2	3	4	5	6	7
32.Tertekan	1	2	3	4	5	6	7
33.Bersalah	1	2	3	4	5	6	7
34.Menyedal	1	2	3	4	5	6	7

Bahagian 5:					
KOMITMEN PEKERJA PERKHIDMATAN		Sangat Tidak Bersetuju			→ Sangat Bersetuju
		1			5
35. Saya sangat teringin untuk memperbaiki kualiti perkhidmatan di organisasi saya.	1	2	3	4	5
36. Saya seronok membincangkan tentang isu berkaitan kualiti dengan individu (pihak atasan /rakan sekerja) dalam organisasi saya.	1	2	3	4	5
37. Saya memperoleh kesedaran tentang penghargaan sendiri (penilaian terhadap diri sendiri ke arah yang baik) dengan memberikan perkhidmatan yang berkualiti tinggi.	1	2	3	4	5
38. Saya telah diberikan taklimat oleh pegawai atasan tentang kepentingan memberikan perkhidmatan yang berkualiti tinggi.	1	2	3	4	5

39. Saya selalu membincangkan isu berkaitan kualiti dengan individu di luar organisasi (cth: pelanggan)	1	2	3	4	5
40. Saya merasakan bahawa peruntukan bagi perkhidmatan yang berkualiti tinggi patut menjadi keutamaan organisasi.	1	2	3	4	5
41. Saya bersedia untuk berusaha lebih bagi membantu organisasi saya dalam menyampaikan perkhidmatan yang berkualiti tinggi.	1	2	3	4	5
42. Saya mempunyai pendapat yang sama dengan organisasi berkaitan dengan penyampaian perkhidmatan yang berkualiti tinggi.	1	2	3	4	5
43. Saya benar-benar mengambil berat tentang perkhidmatan di organisasi saya.	1	2	3	4	5



UUM
Universiti Utara Malaysia

APPENDIX 3

DETERMINANTS OF SERVICE EMPLOYEE COMMITMENT: A PILOT TEST STUDY IN TERENGGANU PUBLIC SECTOR

Nurul Aqilah Mhd Yusak¹

Abdul Rahim Othman²

Abstract

This paper aims to explore a small sample data on antecedents of service employee commitment in Terengganu public sector. Hence, back translation, instrument validity, reliability and subsequently data normality was examined through a panel of experts and also by analysing a small sample data with the aid of PLS software. The results showed that the instrument was reliable and the data for the preliminary study exhibited reasonable normality. The research explored and validated the instrument of the various antecedents of service employee commitment.

Keywords: Service Employee Commitment, Internal Marketing Practices, Co worker Support

Introduction

The primary aim of public service is to serve the people. In other words, the role of the public sector's service employee is to serve the needs of the people and the country. This is how the image of the service employee in the minds of the people should be. This image of efficiently delivering service is often formed at the point of first contact where the public interfaces with the government departments and agencies. During the Eighth Malaysia Plan period, a total of RM7.885 billion was allocated to improve the public sector service delivery and the amount allocated

under the Ninth Malaysia Plan for ICT development was increased to RM12.889 billion.

Hence, public servants are expected to be more effective and faster in response in meeting customer needs and want since huge amount of budget on improving the service delivery have been allocated. Yet, service at the public sector is not as expected by the external customers and therefore it is quite low as the numbers of complaints towards their service delivery are still increasing (Public Bureau Complaint 1999-2014). Thus, this study would examine how the effect of internal marketing practices would help in improving the employee service commitment.

Terengganu public sector has implement the new government system called Sistem Ukuran Kepuasan Awam (e-Suka) to improve the public service efficiency in year 2015. The system is announced by Datuk Seri Ahmad Razif Abdul Rahman, the Chief Minister of Terengganu in his speech on Transformasi Terengganu as a medium for the customers to channel all related complaints regarding services in public sector. Hence, a total of 250 copies of questionnaires were personally distributed to the selected agencies in Terengganu. The response from the respondents were very supportive as 200 copies were successfully returned. According to Sekaran and Bougie (2010) the most popular test of inter-item consistency reliability is Cronbach's alpha coefficient. Hence, the Cronbach alpha test was employed in this study to measure internal consistency of the instrument. The data was analysed using SPSS version 14 for Windows. Before the distribution of the questionnaires, the draft was initially submitted to experts and typical respondent for face and content validity

Pilot Test

A pilot study is defined in two different ways in social science research; it could either be a small sample test or a trial test before proceeding to actual data collection (Polit et al., 2001). There are few justifications on previous research regarding

sample size. Billingham et al., (2013) argued that some studies do not need sample size calculation. However, most researches done by the researchers of social science do have a sample size for their pilot test. For example, in the study by Baker (1994), it is sufficient to have 10-20% in sample size from the actual data size. Malhotra (2008) recommended that the sample size for pre-test is normally small, ranging from 15-30 respondents but is increased substantially if the test involves several stages.

Regarding the instruments, the researcher needs to consider a few points particularly on the language and the words. In this pilot test study, the respondents are using Bahasa Melayu as their first language. Hence, the instruments through back to back translation translated by an expert. Regarding the process among the staffs of Terengganu public sector, the surveys were left for few hours at the respondents' offices to give sufficient time for them to answer the survey and avoid bias. For this reason, the response rate from the respondents was quite good. Therefore, the importance of the pilot study is actually to improve the quality and efficiency of primary studies (Teijlingen et al., 2001).

Methodology

Measurement

The original instrument for service employee commitment to service quality items were drawn from two studies mainly from the quality management and the organizational commitment scale by Mowday *et al.*, (1979). A recent modified version by Clark *et al.*, (2008) was adapted in this study. The instrument contained nine items in total. All the constructs of service employee commitment in this study were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree.

The construct and the measurement of internal marketing behaviour practices were adapted from the work of Huang and Thiele (2015). They categorised internal marketing behaviour practices into three components, which are internal

communication, training and internal market research. The instrument contained 18 items. All of the items in the constructs of internal marketing behaviour practices in this study were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree. The co-worker support construct and measurement were adapted from Ladd and Henry (2000). The items of the construct contained nine items. All of the items were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree

Sample

Based on list released by official website of Malaysian public sector regarding complaints from customers. Below in Table 1.0 is the list of 8 agencies that received highest complaints from customer for year 2014 which are from Polis Diraja Malaysia, Jabatan Pelajaran Negeri,Jabatan Kesihatan Negeri, Jabatan Kerja Raya Malaysia,Jabatan Imigresen Malaysia, Jabatan Kebajikan Masyarakat Malaysia, and Dewan Bandaraya Kuala Lumpur.

Table 1.0
Agencies With Highest Complaints (Public Bureau of Complaint, 2015)

No	Agency	Total Complaints
1	Polis Diraja Malaysia	343
2	Jabatan Pelajaran Negeri	270
3	Jabatan Kesihatan Negeri	264
4	Jabatan Kerja Raya	223
5	Jabatan Imigresen	188
6	Jabatan Kebajikan Masyarakat	113
7	Dewan Bandaraya Kuala Lumpur	78
8	Jabatan Pengangkutan Jalan	71

Based on the above table there are four agencies are seen to contribute quite large amount of complaints from the customers which reported more than 200 complaints compared to other agencies. Hence, in this context of study Polis Diraja Malaysia, Jabatan Pelajaran Negeri, Jabatan Kesihatan Negeri and Jabatan Kerja Raya has been selected for the sample.

Analysis

Content Validity

Content validity is used to assess the measurement instruments done in the pre-test stage by soliciting the expert opinions of academicians who are research specialists in quantitative methodology, organizational behaviour and service management disciplines. The content was also validated by the staff from the industry to seek their opinions and some adjustments had been made on language and term use.

Reliability Test

Various types of reliability tests are usually employed, however, the common method used by researchers is the internal consistency reliability test (Litwin, 1995). It is the extent to which items “hang together as a set” and are capable of independently measuring the same concept to the extent that the items are correlated with one another. According to Sekaran and Bougie (2010) the most popular test of inter-item consistency reliability is Cronbach’s alpha coefficient. Hence, the Cronbach’s alpha test was employed in this study to measure internal consistency of the instrument. After running the data using PLS 3.0, it was found that all the measures possessed high reliability standards ranging from 0.89 to 0.91.

This is in line with the benchmark that an instrument with a coefficient of 0.60 is regarded as having an average reliability while the coefficient of 0.70 and above shows that the instrument has a high reliability standard (Sekaran & Bougie, 2010). Hair *et al.*, (2007) observed that researchers generally consider the an alpha value of 0.70 as the minimum, however, lower coefficients may be acceptable. Table 1 shows the summary of the reliability results. As shown in the table the results of pilot test indicated that Cronbach’s alpha values for the constructs under investigation are all above 0.70. Consequently, given the established benchmark of 0.70 all the constructs were reliable and therefore, there was no need to delete any item.

Table 1.1
Reliability result

No	Variable	Reliability
1	Internal Communication	0.89
2	Training	0.88
3	Internal Marketing Research	0.91
5	Service Employee Commitment	0.91

Data Distribution

Most of the inferential statistical techniques require the fulfilment of normality assumption (Pallant, 2001; Tabacknich & Fidell, 2007). Normal data is one that is symmetrical and bell-shaped, with the greatest frequency of scores in the middle and a smaller distribution towards the extreme ends. Normality can be examined by using the values of skewness and kurtosis. While skewness has to do with symmetry, kurtosis indicates the extent to which the data is peaked or flat (Tabacknich & Fidell, 2007). Based on the values of skewness and kurtosis the data can be described as reasonably normal. For example, the skewness of all the items ranged from -0.013 to 1.099 which was below ± 2.0 . Similarly, the values for kurtosis ranged from -0.031 to 2.572 which was well below the threshold of ± 10 .

Conclusion

As noted earlier the aim of this study was to pre-test the validity and reliability of the instrument of an ongoing project in preparation for a large scale study. Hence, the conclusion of this study is tied to its objective which is mainly statistical in nature at this stage. The managerial implication of the variables under investigation would be fully uncovered after the main study is carried out. The study explored small scale data that was collected during the pilot test. Both content and face validity were conducted which subsequently led to the rewording of several items and two items were removed on grounds of high similarity with other questions. Furthermore, the inter-item reliability test revealed that all the items were reliable with the Cronbach's alpha was well above the benchmark; thereby no item was deleted. Finally, the normality test using skewness and kurtosis showed that the data as a whole was reasonably normal especially with skewness values not significantly different from zero.

DETERMINANTS OF SERVICE EMPLOYEE COMMITMENT: A PILOT TEST STUDY

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Abdul Rahim Othman²

Salniza Md.Salleh ³

Abstract

This paper aims to explore a small sample data on antecedents of service employee commitment in Universiti Utara Malaysia. Hence, back translation, instrument validity, reliability and subsequently data normality was examined through a panel of experts and also by analysing a small sample data with the aid of SPSS software. The results showed that the instrument was reliable and the data for the preliminary study exhibited reasonable normality. The research explored and validated the instrument of the various antecedents of service employee commitment.

Keywords: Service Employee Commitment, Internal Marketing Practices, Co worker Support

Introduction

Nowadays, higher education is becoming increasingly globalized and internationalized. The number of international students studying in Malaysian institutions of higher education is continuously growing. In a speech delivered by the Minister of Education Dato' Seri Mahdzir Khalid on Amanat Tahun Baru 2016, international students contributes towards their own success, campus diversity, campus internationalization and the economy of Malaysia

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especially when the students' total enrolment is expected to reach 200,000 per year which amounted to RM15.6 billion contributed to the country. Hence, all universities are encouraged to attract international students to enrol for their studies in Malaysia. Universiti Utara Malaysia or UUM, known as a management university with its vision, "To Be an Eminent Management University", has conducted many promotional activities to attract international students throughout the world. However, the number of international students in UUM show a declining trends compared to the increasing number of international students in Malaysia (Hui, 2014).

There are many factors that may affect international students' chosen university. One of the criteria is excellent service offer by the management (Chew, 2010). However, service is a perishable product which cannot be controlled by human beings (Wilson et al., 2012). Thus, the university staffs needs to reach the standards and always aim to deliver excellent services to the students. Commitment is key to the success of a service delivery (Malhotra & Mukherjee, 2004). Thus, it is important to study the factors that may help to improve commitment of service so that the staff can consistently maintain delivering the best service to the students. It is hoped that through this research some policy recommendations can be drawn up to help UUM become a regional higher education hub.

Pilot Test

A pilot study is defined in two different ways in social science research; it could either be a small sample test or a trial test before proceeding to actual data collection (Polit et al., 2001). There are few justifications on previous research regarding sample size. Billingham et al., (2013) argued that some studies do not need sample size calculation. However, most researches done by the researchers of social science do have a sample size for their pilot test. For example, in the study by Baker (1994), it is sufficient to have 10-20% in sample size from the actual data size. Malhotra (2008) recommended that the sample size for pre-test is normally small, ranging from 15-30 respondents but is increased substantially if the test involves several stages.

Hence, a total of 48 copies of questionnaires were personally distributed to Jabatan Penyelenggaraan UUM, Unit Keselamatan UUM, Jabatan Bendahari, Jabatan Hal Ehwal Akademik, Jabatan Pendaftar and Othman Yeop Abdullah School. The responses from the respondents were very supportive as 48 copies of questionnaires were successfully returned. Two questionnaires were received after the deadline and was thus, not included in the pilot analysis. According to Sekaran and Bougie (2010) the most popular test of inter-item consistency reliability is Cronbach's alpha coefficient. Hence, the Cronbach alpha test was employed in this study to measure

internal consistency of the instrument. The data was analysed using SPSS version 14 for Windows. Before the distribution of the questionnaires, the draft was initially submitted to experts and typical respondent for face and content validity.

Researchers are advised to conduct pilot test before proceeding to actual data. One of the advantages is that the results from the pilot test would give early indication of the actual data process and results. The researcher may address the few problems that may occur during the actual data collection. The protocol might be different to the actual data process and the researcher may become aware of the process before proceeding to real data collection. Regarding the instruments, the researcher needs to consider a few points particularly on the language and the words. In this pilot test study, the respondents are mostly Malay. Hence, the instruments through back to back translation translated by an expert. Regarding the process among the staffs of UUM, the surveys were left for few hours at the respondents' offices to give sufficient time for them to answered the survey and avoid bias. For this reason, the response rate from the respondents was quite good. Therefore, the importance of the pilot study is actually to improve the quality and efficiency of primary studies (Teijlingen et al., 2001).

Literature Review

Service Employee Commitment

There are multiple definitions of service employee commitment found in literature (Wainaina *et al.*, 2014). Service employee commitment is originally conceptualized by Porter and Steers (1973). The basic understanding of their study is that commitment is rooted in the attitudes of each individual in the organization. Attitudes reflect a person's likes and dislikes and their activities in the organization (Tosi & Mero, 2003). On the other hand, Davis and Newstrom (1989) defined attitude as an employee's feelings on how they perceived their environment. Service employee commitment is first categorized by Porter *et al.* (1974) into three factors which are i) belief and acceptance of organizational goals and its values; ii) willingness to pay extra effort; and iii) to sustain organizational membership .

Meyer and Allen (1991) then came out with many more comprehensive service employee commitment models which have been highlighted in many articles and by many scholars for the last 20 years across multiple domains (Kroth, 2007). They developed three popular dimensions called; i) affective commitment, ii) continuance commitment and iii) normative commitment. Affective commitment involved employee emotional attachment towards work, continuance commitment is a commitment based on the costs if the employee leaves the organization and normative commitment is an employee's feelings of obligation to stay with the organization.

Among these three dimensions, affective commitment has received the most attention by scholars and received better support (Malhotra & Mukherjee, 2004; Emery & Barker, 2007; Clark *et al.*, 2008). Previous studies have proven that

affective commitment was inferred to have the same effect on service employee commitment towards service quality (Clark *et al.*, 2008; Hartline & Ferrel, 1996). They are related to the element of desired and emotional attachment of the service employee to provide quality service and meet customer needs and wants. Hence it would be fruitful to study this relationship as previous research has been focused more on the commitment of other issues for example, organizational citizenship behaviour, absenteeism and turnover.

Internal Marketing Practices

Consequently, the human factor in service delivery remains as one of the great challenges and employers have realized that the performance of employees is a great determinant of the competency of the organization (Anupama, 2015). It therefore became essential for organisations to identify the elements of the work environment, as perceived by employees, which are linked to critically important organisational outcomes (Scotti and Harmon, 2014). A body of literature known as linkage research examines these links and tries to explain how employees' descriptions of their work environment influence important performance factors with an internal marketing concept.

The internal marketing concept was first proposed in the mid-1970s as a way of achieving service quality. One of the basic concepts of internal marketing behaviour practices is the notion of internal exchange between service employees and the organisation (Anupama, 2015). Internal marketing is defined as "viewing employees as internal customers, viewing and jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the firm" (Berry and Parasuraman, 1991).

Generally, internal marketing practices behaviour practices seek to provide stability between service employees' views of what they have given to their work and the views of what they will get from their work (Lings & Greenley, 2005). The nature of service industries, which cannot separate the service provider from the service delivery, significantly requires the implementation of internal marketing behaviour practices. In the service industries, motivated, satisfied and committed front-line service employees are crucial factors that contribute to a good service delivery and in return, the satisfaction of the customers (Joung *et al.*, 2015). Hence it would be interesting to examine the relationship of internal marketing practices on service employee commitment (Huang & Thiele, 2015).

Co-worker Support

There are many concepts of co-worker support in literature such as from Zhou and George (2001) who referred co-worker support to the act of helping each other in the line duty to provide encouragement and inspiration by means of sharing skill and knowledge. For instance Scott and Bruce (1994) in their study illustrated that a

service employee might face difficulties in a defined task, and the solution to this task is unavailable. Thus, other co-workers can offer their knowledge and skills to solve the problem.

This illustration was also supported by Woodman *et al.*, (1993) in which service employees obtain co-worker support in the form of task-relevant skill and expertise which will aid easy problem solution in the organization. Another insight was given by Joiner and Bakalis (2006) that a healthy workplace atmosphere and environment can be created when workers within such workplace practice co-worker support in form of openness, helping other colleagues and showing care for each other. Also, it was observed that co-worker support enhances workers to solve problems easily with a positive zeal to ensure productivity in the workplace.

Therefore, it was concluded that easy problem solution and successful task completion within a workplace is associated with co-worker support. Similar arguments were made by Susskind *et al.*, (2003) and Susskind *et al.*, (2000) in which service employees rely on help from other co-workers to provide work-related assistance to meet their respective service-related activities.

Also, Ladd and Henry (2000) pointed out that co-worker support is based on workers' beliefs and attitudes toward each other and is seen in their relationship with one another. Therefore it was suggested that perceived co-worker support is the determinant of perceived organizational support. This is because the organization consists of workers and their relationship and behaviour reflects organizational behaviour. Hence the study of the relationship between co-worker support and service employee commitment is suggested (Limpanitgul *et al.*, 2014).

Methodology

Measurement

The original instrument for service employee commitment to service quality items were drawn from two studies mainly from the quality management and the organizational commitment scale by Mowday *et al.*, (1979). A recent modified version by Clark *et al.*, (2008) was adapted in this study. The instrument contained nine items in total. All the constructs of service employee commitment in this study were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree.

The construct and the measurement of internal marketing behaviour practices were adapted from the work of Huang and Thiele (2015). They categorised internal marketing behaviour practices into three components, which are internal communication, training and internal market research. The instrument contained 18 items. All of the items in the constructs of internal marketing behaviour practices in

this study were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree. The co-worker support construct and measurement were adapted from Ladd and Henry (2000). The items of the construct contained nine items. All of the items were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree

Analysis

Profile of Respondents

The demographic profile characteristics under investigation include gender, marital status, race, age, education level and number of working years. The sample indicated that female respondents represented a higher percentage of the total samples 73% compared to male respondents 27%. Most of the staffs are married 79% and 21% are single. All the staffs for this pilot test is Malay. Majority of the respondents' ages were between 25 to 35 years 48%. About 29% were between 36 to 50 years of age. 17 % of the respondents were below 25 while 6 % were above 50 years of age.

Back Translation

From reviewing related literature, the present work found back-translation as an effective technique for the translation of a data collection instrument. Generally, back-translation is considered as the first step the researcher should take when conducting a research of either a pilot study or the main one, and particularly when using an original questionnaire in a different language. However, two bilingual experts, who preferably should be familiar with the content of the material of the data collection instrument, should conduct the translation; one translating from the source to the target language, while the second blindly translating back from the target to the source (Brislin, 1970). On this point, this context of the study has appointed the Language Center of UUM to translate the English language items to the official language, Bahasa Malaysia.

Content Validity

Content validity is used to assess the measurement instruments done in the pre-test stage by soliciting the expert opinions of academicians who are research specialists in quantitative methodology, organizational behaviour and service management disciplines. The content was also validated by the staff from the industry to seek their opinions and some adjustments had been made on language and term use.

Reliability Test

Various types of reliability tests are usually employed, however, the common method used by researchers is the internal consistency reliability test (Litwin, 1995). It is the extent to which items "hang together as a set" and are capable of independently measuring the same concept to the extent that the items are correlated

with one another. According to Sekaran and Bougie (2010) the most popular test of inter-item consistency reliability is Cronbach's alpha coefficient. Hence, the Cronbach's alpha test was employed in this study to measure internal consistency of the instrument. After running the data using SPSS version 14 for Windows, it was found that all the measures possessed high reliability standards ranging from 0.713 to 0.956.

This is in line with the benchmark that an instrument with a coefficient of 0.60 is regarded as having an average reliability while the coefficient of 0.70 and above shows that the instrument has a high reliability standard (Sekaran & Bougie, 2010). Hair *et al.*, (2007) observed that researchers generally consider the an alpha value of 0.70 as the minimum, however, lower coefficients may be acceptable. Table 1 shows the summary of the reliability results. As shown in the table the results of pilot test indicated that Cronbach's alpha values for the constructs under investigation are all above 0.70. Consequently, given the established benchmark of 0.70 all the constructs were reliable and therefore, there was no need to delete any item.

Table 1.0
Reliability result

No	Variable	Reliability
1	Internal Communication	0.85
2	Training	0.87
3	Internal Marketing Research	0.87
4	Co-worker Support	0.73
5	Service Employee Commitment	0.72

Data Distribution

Most of the inferential statistical techniques require the fulfilment of normality assumption (Pallant, 2001; Tabacknich & Fidell, 2007). Normal data is one that is symmetrical and bell-shaped, with the greatest frequency of scores in the middle and a smaller distribution towards the extreme ends. Normality can be examined by using the values of skewness and kurtosis. While skewness has to do with symmetry, kurtosis indicates the extent to which the data is peaked or flat (Tabacknich & Fidell, 2007). Based on the values of skewness and kurtosis the data can be described as reasonably normal. For example, the skewness of all the items ranged from -0.013 to 1.099 which was below ± 2.0 . Similarly, the values for kurtosis ranged from -0.031 to 2.572 which was well below the threshold of ± 10 .

Conclusion

As noted earlier the aim of this study was to pre-test the validity and reliability of the instrument of an ongoing project in preparation for a large scale study. Hence, the conclusion of this study is tied to its objective which is mainly statistical in nature at this stage. The managerial implication of the variables under investigation would be

fully uncovered after the main study is carried out. The study explored small scale data that was collected during the pilot test. Both content and face validity were conducted which subsequently led to the rewording of several items and two items were removed on grounds of high similarity with other questions. Furthermore, the inter-item reliability test revealed that all the items were reliable with the Cronbach's alpha was well above the benchmark; thereby no item was deleted. Finally, the normality test using skewness and kurtosis showed that the data as a whole was reasonably normal especially with skewness values not significantly different from zero.



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